



PARTNERSHIP FOR A SAFER FUTURE

FEDERAL EMERGENCY MANAGEMENT AGENCY

# STRATEGIC PLAN

FY 2000 THROUGH FY 2006

REVISED  
SEPTEMBER 2000



**FEDERAL EMERGENCY MANAGEMENT AGENCY**

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September 2000

*Written comments may be addressed to FEMA, Office of Policy and Regional Operations, Room 832, Washington, DC 20472. To learn more about FEMA and how to protect yourself in disasters, visit FEMA's website at [www.fema.gov](http://www.fema.gov) or contact the FEMA regional office nearest you. Appendix B identifies the regional offices' locations.*

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## INTRODUCTION

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The Federal Emergency Management Agency (FEMA) is authorized by the Robert T. Stafford Disaster Relief and Emergency Assistance Act as amended to lead and support the nation in developing and maintaining a national emergency management capability that helps people protect themselves and their families, homes, communities, and businesses from hazards.



William R. Reckert

FEMA's vision is expressed in the title of its planning documents: *Partnership for a Safer Future*. The nation's emergency management capability is built on a partnership of local,<sup>1</sup> State, and Federal governments, voluntary agencies, business and industry, and individual citizens. The partnership's focus is on mitigating the effects of disaster by assisting State, tribal, and local governments to prepare for, respond to, and recover from natural, manmade, and technological disasters.

When a disaster goes beyond the State and local capacity to respond, a governor may request that the president declare a major disaster. In response to the declaration, FEMA provides onsite disaster management support to affected communities and coordinates the support of as many as 27 other Federal agencies and numerous voluntary organizations that provide emergency management services.

FEMA plays an equally critical role in helping the Nation anticipate, prepare for, and mitigate the impact of natural and technological hazards. The Agency promotes effective policies that reduce risk and support and enable communities and institutions to protect themselves more effectively by becoming more disaster-resistant.

FEMA takes pride in having led the change from an emergency management culture that reactively responded to disasters to one that proactively helps communities and citizens become disaster-resistant. Using the concept of disaster-resistant communities and institutions, FEMA brings together citizens, emergency management agencies, and business—the insurance sector, mortgage lenders, the real estate industry, home-building associations, and others—to exchange state-of-the art information and to create models of disaster-resistant communities.

FEMA's mission is to:

*Reduce the loss of life and property and protect our institutions from natural and technological hazards by leading and supporting the Nation in comprehensive, risk-based emergency and consequence management programs of mitigation, preparedness, response, and recovery.*

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<sup>1</sup> "Local government (1) means any county, city, village, town, district, or other political subdivision of any State, any Indian tribe or authorized tribal organization, or Alaska Native village or organization, and (2) includes any rural community or unincorporated town or village or any other public entity for which an application for assistance is made by State or political subdivision thereof." The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, 42 U.S.C. § 5121 *et seq.*

*Mitigation* Taking sustained actions, such as supporting the use of strong building codes and guiding community disaster resistance, to reduce or eliminate long-term risk to people and property from hazards and their effects.

*Preparedness* Building the emergency management profession to prepare for, mitigate, respond to, and recover from natural and manmade hazards and terrorists' acts through planning, training, informing, and exercising.

*Response* Conducting emergency operations to save lives and property, including positioning emergency equipment and supplies; evacuating potential victims; providing food, water, shelter, and medical care to those in need; and restoring critical public services.

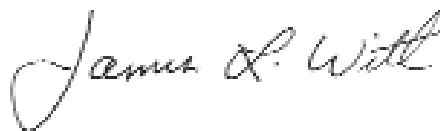
*Recovery* Rebuilding communities so that individuals, businesses, and governmental infrastructure can function on its own, return to normalcy, and be protected against future hazards.

These four functions comprise what public officials and emergency management professionals call *Comprehensive Emergency Management*. FEMA's organization, budget structure, strategic goals, and implementation strategies are directly aligned in support of the agency's mission.

The legislatively mandated programs of the Federal Insurance Administration and the U.S. Fire Administration provide a unique focus within the Federal government for flood and fire programs, respectively. These programs are included in mission-related preparedness, mitigation, and recovery strategies.

This revised Strategic Plan (Plan) incorporates comments over the past three years about FEMA's strategic and annual plans from congressional staff, the General Accounting Office, the Office of Management and Budget, FEMA's staff, our disaster customers, and, through our Regional offices, our Federal, State, and local partners. More information on the organization, resources, and programs of FEMA is presented in Appendix A.

Because we care about the outcome of our mission, FEMA welcomes comments and recommendations for ways in which we can better serve the needs of the emergency management community and the American people.

A handwritten signature in black ink, reading "James L. Witt". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

James L. Witt  
Director

## PARTNERSHIPS AND CROSSCUTTING FUNCTIONS

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FEMA's mission—to *lead* and *support* the Nation in responding to and recovering from disasters—mandates that the Agency's work be fully integrated with that of other entities that prepare for and respond to natural disasters: other Federal agencies; State and local groups and representatives; voluntary organizations, such as fire departments and the American Red Cross; business and industry; professional organizations, such as those that recommend building codes, develop consensus construction standards, and make land-use determinations; and others. The partnership concept, therefore, is at the foundation of FEMA's strategic plan. Some of the specific, ongoing partnerships in which FEMA engages are these:

- *Federal Response Plan (FRP) Partners.* A consortium of 27 Federal agencies, led by FEMA, developed and continues to maintain and revise the FRP as needed. FRP planning is conducted cooperatively, through a group consensus process.
- *National Oil and Hazardous Substances Pollution Contingency Plan (NCP) 40 CFR Part 300.* The NCP is an interagency Federal plan in support of State and local governments for response to hazardous materials spills and releases.
- *National Earthquake Hazards Reduction Program (NEHRP).* A multiagency Federal effort to reduce the Nation's losses due to earthquakes. With many contributing departments and agencies, the four principal program agencies are U.S. Geological Survey, National Science Foundation, National Institute of Standards and Technology, and FEMA, which has both programmatic and leadership responsibilities for the program's coordination.
- *Advisory groups.* FEMA makes broad use of public advisory groups to ensure that the widest possible spectrum of stakeholders has a say in the way FEMA carries out its responsibilities. The Technical Mapping Advisory Council, for example, reviews and makes recommendations regarding agency activities related to floodplain mapping.
- *Insurance industry.* FEMA mitigation programs, which are designed to reduce losses, are tied to insurance in two ways. The partnership is necessary to ensure that FEMA Disaster Relief Fund grants do not duplicate insurance reimbursements. The Federal Insurance Administration that provides flood insurance in return for floodplain management is a unit of FEMA, and insurance is an aspect of mitigation.
- *Disaster forecast organizations.* Other especially important partnerships are those with agencies that help forecast areas in which natural disasters are likely to occur and in analyzing their effects. The *National Oceanic and Atmospheric Administration*, U.S. Department of Commerce, is particularly helpful when hurricanes and tsunamis threaten coastal areas. The *U.S. Geological Survey*, Department of the Interior, helps to identify seismic events—earthquakes and volcanic eruptions. The *National Weather Service* shares information as it monitors impending and active events, such as hurricanes, winter storms, and tornadoes. The *National Institute of Standards and Technology* (NIST) conducts research in the building sciences and contributes to the development of performance standards for buildings and lifelines.
- *Community action groups.* Mitigation is also seen as primarily a community activity supported by individuals, States, and FEMA. FEMA facilitates effective community action by supplying data and information about mitigation, such as construction standards and tech-



niques to improve the resistance of structures to the effects of natural hazards and disasters, and techniques to reduce the vulnerability of specific locations (e.g., coastal zones) to disasters. FEMA also facilitates effective local mitigation through programs to educate the public about the need for mitigation and encourages locally elected officials in vulnerable communities to make mitigation a public policy priority. This kind of partnership is integral to FEMA's mission and goals.

- *State and local partnerships.* FEMA's partnerships with States and groups representing States are strong as well. FEMA provides funding for State hazard mitigation officers, who form the core contact points for FEMA partnerships with States. States have agreed to adopt the agency's strategic goals in their own emergency management efforts. This means that States and FEMA work toward the same outcome goals, although their quantitative objectives may differ. Further, the States and FEMA will work jointly to (1) develop a universally accepted risk assessment methodology—thus standardizing this component of disaster management; (2) consider and implement ways in which to improve collaborative processes; and (3) establish a mechanism by which barriers to collaboration will be examined systematically and then eliminated or alleviated.
- *Community collaborations.* Through Project Impact—Disaster Resistant Communities, FEMA has led and supported efforts by communities and special institutions to become disaster resistant. These grassroots efforts combine public and private resources in a variety of ways to make communities and local businesses less prone to natural disasters.

FEMA works closely with State and local partners to improve and implement the biennial, self-assessment Capability Assessment for Readiness (CAR) and the Emergency Management Exercise Reporting System (EMERS). Through careful review and partnership, these two systems help measure and record capabilities and areas of need in emergency management.

The National Emergency Management Association (NEMA) and the Association of State Floodplain Managers are two of the groups that meet regularly with FEMA staff. A formal partnership with NEMA was established and defined in "A Call to Action," issued by NEMA in July 1997 and endorsed by FEMA. The partnership team meets periodically to review and recommend realistic program changes that support a more effective national mitigation capability.

FEMA has leadership responsibility for the nation's emergency and consequence management systems, which include Federal agencies as partners. Emergency management roles are specified for all agencies in various executive orders, especially Executive Order 12656. Disaster response and recovery roles crosscut 27 Federal agencies and the American Red Cross, which participates with FEMA in disaster operations guided by the FRP. Great effort is made before disaster strikes to ensure that every agency understands its role and that duplication is avoided.

The U.S. Fire Administration works in partnership with (1) the U.S. Department of Housing and Urban Development in support of improved fire safety in manufactured housing; (2) the National Institute of Standards and Technology in efforts to improve fire and life safety through advanced research and development; (3) organizations that develop codes and standards, such as the National Fire Protection Association; (4) the Consumer Products Safety Commission in identifying and tak-

ing actions on consumer products experiencing fire problems; (5) the National Association of State Fire Marshals, which serves as a liaison between Federal interests and the men and women providing a wide range of emergency services in virtually every community in the United States; and (6) major fire services groups representing the fire community. The National Fire Incident Reporting System (NFIRS) is one of the most successful Federal, State, and local partnerships. It is managed under a partnership between the Fire Administration and the National Fire Information Council, an organization comprising State and Metropolitan Fire Department NFIRS program managers.

FEMA has reviewed the strategic plans of other Federal agencies having major roles related to emergency management. Because their emergency management role is not their primary mandate, they do not generally have strategic or annual performance goals associated with their FRP roles. When these agencies provide FRP support, every effort is made to ensure that none of the activities duplicates or adversely overlaps FEMA functions. Agencies either identify distinctly different functions, which contribute in a partnership to the emergency management mission, or complement FEMA objectives. A list of FY 2001 crosscutting activities associated with FEMA's performance goals appears in Appendix D and in annual performance plans.

## EVALUATING PROGRAMS AND MONITORING PERFORMANCE

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Specific evaluation processes are described at the end of each FEMA goal section. A representative list of recent and proposed evaluations and audits appears in Appendix E. In addition to these, FEMA receives regular comments from several organizations including the Government Accounting Office, the Office of Management and Budget, the Congressional Research Institute, and the FEMA Office of Inspector General. In FY 2000 FEMA developed a universal evaluation tool to assist management as it continuously seeks program and service improvements. Evaluations by internal and external partners follow disaster operations and seek to identify problems that need to be corrected as well as successes that should be repeated.

FEMA routinely conducts or participates in national exercises or emergency-specific exercises. After each of these events, an after-action report or a list of remedial actions is generated to call attention to operational deficiencies and areas that need improvement before the next disaster or exercise. Systems for identifying corrective actions are essential components of emergency management doctrine, training, and operations.

Based on program evaluations, FEMA has streamlined programs and processes to improve customer service, upgrade management and financial controls, and comply more effectively with Federal laws and regulations. Program evaluations and resulting reengineering have been accomplished in the Mitigation Programs, the Disaster Assistance Program (the Public Assistance Grant Program and disaster closeout process), the Human Services Programs (e.g., inspections and application processes), the agency's grants management activity, and the environmental review activity. In FY 2000 the Flood Insurance Administration began an evaluation of its business practices. The U.S. Fire Administration is also reviewing its activities.

FEMA's Office of the Inspector General identifies annually management challenges that the agency takes action to address. These less formal evaluations and audits of programs and processes are ongoing and lead to continuous efforts to improve.

The Director, with the head of each FEMA organization, formally reviews performance of FEMA organizations in implementing the Strategic Plan. The reviews have been conducted in conjunction with formulation of the budget. Every Associate Director, Administrator, and Office Director also reviews quarterly their organization's GPRA performance. Annual performance results are published in the agency Annual Performance Plan and Report.

## RISK FACTORS<sup>2</sup>

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Achievement of FEMA's long-term strategic goals is subject to conditions and events beyond the agency's control. Four factors in particular may affect achievement of strategic goals and objectives.

### Partnership Effectiveness

Achievement of FEMA's long-term goals depends on the effectiveness of the emergency management partnership. Although FEMA provides leadership and coordination, ultimately State and local governments are responsible for protecting their citizens from harm. Only when their capability and resources are not adequate to respond to a disaster does the State turn to the Federal Government for assistance; and only then does FEMA step in to coordinate the Federal response and recovery services.

The Federal Government can provide leadership to increase awareness of the need to adopt and enforce sound measures, provide incentives and limited funding, and lead by example with regard to mitigating Federal facilities. Individuals, businesses, and community officials, however, are ultimately responsible for the zoning and building practices that will reduce or increase the potential for a community to be damaged by a disaster.

Similarly, FEMA is one of many *Federal Response Plan* partners, all of which have mandates and strategic plans to fulfill. While FEMA coordinates efforts in both emergency and consequence management, it cannot always control the timeliness or priorities of its partners. These external factors may impact the timeliness of some of FEMA's objectives although their final achievement is a goal of the partnership.

### Availability of Resources

Growing demand for resources at all levels of government may affect FEMA's ability to achieve its goals. This demand may diminish the ability of State and local governments to carry out their emergency preparedness, mitigation, response, and recovery responsibilities; and they may increasingly turn to the Federal Government for assistance. At the same time, demand for resources at the Federal level may diminish FEMA's ability to carry out its mission effectively.

The continued support of the Administration and Congress will be necessary to ensure that significant downsizing in the Federal Government does not impact its

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<sup>2</sup> "Risk management is the deliberate process of understanding risk—the likelihood that a threat will harm an asset with some severity of consequences—and deciding on and implementing actions to reduce it. Risk management principles acknowledge that (1) while risk generally cannot be eliminated it can be reduced by enhancing protection from validated and credible threats and (2) although many threats are possible, some are more likely to occur than others. Threat and risk assessment is a deliberate, analytical approach that results in a prioritized list of risks...that can be used to select countermeasures to create a certain level of protection or preparedness. Generally, because threats are dynamic and countermeasures may become outdated, it is sound practice to periodically reassess threat and risk." (GAO/T/NSIAD-99-112, p. 5.)

ability to carry out its emergency management responsibilities. Resource levels of FEMA to plan and execute its mission may shrink, or at best, may remain constant. This opens the possibility of severe impacts on FEMA operations and ultimately on our customers. If FEMA's full-time personnel resources are reduced further, the agency's ability to respond quickly and effectively to major unforeseen events may be impaired.

### **Frequency and Magnitude of Disasters**

The frequency and magnitude of disasters during the years ahead cannot be forecast or controlled. However, from FEMA's study of weather trends, it is clear that increasingly severe weather compounded by growth in communities in vulnerable areas will result in opportunities for considerable destruction. It is on the basis of such observations that FEMA has developed its strategic plan. FEMA's response and recovery objectives are based on "typical" disasters, not on extraordinary or historically unprecedented ones. During disaster response, staff and other resources are diverted to emergency response. At every level of government, many of the individuals, who are preparing for disasters or trying to mitigate their effects, must stop their work and respond to emergencies. Many of those who are working to reengineer plans and processes must give first priority to the operational requirements of the crisis of the day.

By its very nature, emergency management requires shifting resources to ensure that the current disaster operation is well served. Just as it is impossible to forecast the frequency and magnitude of disasters over the next seven years, it is difficult to forecast the level of effort that will be available to build and improve the performance and efficiency of the national emergency management partnership. This difficulty is amplified when resources remain constant or decrease while the disaster operations workload increases.

### **Systems Development**

FEMA continues to seek containment of its administrative costs by capitalizing on new technology to reduce labor costs and speed up business processes. These long-term savings often require an increased short-term investment in hardware and software. Anticipated efficiency gains contained in this plan are built on many assumptions regarding the time required and costs associated with new systems development and implementation. Although these assumptions and objectives are reasonable, a great deal of uncertainty and risk are associated with them. Major investment in new electronic systems often requires many years to amortize and return any savings.

Efforts to overcome these uncertainties include expanding management controls in the development process, involving users extensively in identifying systems requirements, making maximum use of off-the-shelf software, using state-of-the-art development tools and processes, and expanding the use of outside experts, third-party evaluations, and cost estimates.

## STRATEGIC GOALS AND STRATEGIES

### **Strategic Goal 1: Protect lives and prevent the loss of property from natural and technological hazards.**

The national emergency management community works to protect lives and prevent the loss of property<sup>3</sup> by implementing predisaster *mitigation* and *preparedness* measures. FEMA coordinates and supports its emergency management partners in planning, marketing, and carrying out initiatives. Over time, such measures as early warning systems, evacuation plans, building codes, fire prevention technology, and land-use policies reinforced by insurance incentives have reduced the losses of life and property consequent to disasters.

During FY 1999, FEMA reviewed and revised its 1997 strategic objectives and measures. While reducing risk of losses to life and economic well-being are still important outcomes of all of FEMA's activities, there is no national consensus on the areas or relative value of the risks that should be measured. FEMA has, therefore, revised its strategic objectives to focus on outcomes that were more within its ability to influence and validly measure.

#### **Strategic Objective 1.1.**

Through mitigation activities, FEMA will support partnership efforts to enhance disaster resistance within communities and institutions by taking sustained actions to reduce or eliminate long-term risk to people and property from hazards and their effects. FEMA will also assist emergency management professionals to prepare for, mitigate, respond to, and recover from natural and manmade hazards through planning, training, informing, and exercising. This effort to leverage partnership efforts is consistent with FEMA's vision.

This strategic objective will be considered successful when FEMA achieves an aggregate 40 percent increase over selected 1998 baselines in support of building disaster-resistant capacity within communities and institutions. Candidate measures for this 2006 objective currently are:

- 100 percent increase in the number of formal agreements with other Federal agencies, State and local governments, and other public and private entities to increase support that will build disaster-resistant communities and institutions. This seeks to reduce the risk in Federal facilities and through Federal actions such as regulation, financing, policies, etc., to foster mitigation at State and local levels. (Baseline: 19 programs. These commitments can take 1–2 years to complete.)
- 30 percent increase in the number of flood insurance policies-in-force to reduce the potential economic hardship of disaster to individuals and businesses. (Baseline: 3,811,253)

<sup>3</sup> Property, for the purpose of this performance measure, is defined to include commercial and public buildings and facilities, private homes, and utility and transportation systems.

- 15 percent increase in the cumulative emergency management training delivered by alternative methods to reach a wider community. (Baselines: EENET broadcasts, 35; Independent Study Program Enrollments, 37,340; and Disaster Field Training Organization students at Disaster Field Offices, 8,755)
- 5 percent reduction in the probable rate of loss of life from fire hazards through education and professional training. (1994–1996 average baseline: 4,617/year)

## Mitigation Strategy

FEMA’s mitigation strategy focuses on partnerships in the development of disaster-resistant communities and institutions in four areas:

- 1 *Federal Mitigation.* FEMA leads an effort to ensure that Federal authorities and resources that affect the built environment also support, to the greatest feasible extent, community-based mitigation.
- 2 *State Mitigation.* FEMA collaborates with the States to develop criteria and incentives for comprehensive State initiatives that marshal their resources and authorities to support community-based mitigation.
- 3 *Community Mitigation.* FEMA collaborates with community-level stakeholders to reduce risk through voluntary, community-based, incentive-driven decisions and actions.
- 4 *Private/Public Mitigation.* FEMA leads an effort to identify and leverage contributions to the national mitigation effort that result from mitigation-appropriate construction and land-use decisions made by business and to encourage the availability of incentives for mitigation through insurance and financial market instruments.

## Candidate 5-Year Operational Mitigation Objectives<sup>4</sup>

**M.1** Establish capability to evaluate the nation’s vulnerability to natural hazards and to measure the effectiveness of mitigation activities.

*Performance Measure:* Availability of improved assessment tools at Federal, State, and local levels.

**M.2** Provide incentives and support to all levels of government and the private sector to increase disaster resistance.

*Performance Measure:* Increased number of at-risk communities and institutions participating in a voluntary, incentive-driven, community-based mitigation initiative through which risk-reduction actions are documented.

**M.3** Through National Flood Insurance Program (NFIP) insurance and floodplain management activities, reduce potential annual flood losses by more than \$1 billion.

*Performance Measure:* The measure will be based on the difference between the loss experience of insured, compliant post-Flood Insurance Rate Map (FIRM) structures and the experience of insured pre-FIRM and noncompliant structures. Total improvement will be gauged by inferring reduction in losses to the estimated total population of buildings constructed to meet program standards in participating communities.

<sup>4</sup> Five-year operational objectives connect the strategic plan to the annual performance plans (APP) where they appear, followed by related annual performance goals and measures. Goal 1 comprises mitigation (M) and Preparedness (P). APP goals are identified by either M or P to associate them with Goal 1.

**M.4** Through program partnerships, increase the number of NFIP policies in force by an average of 5 percent per year over the baseline of 3,811,253.

*Performance Measure:* Annual increases in year-end policies in force compared with the FY 1998 year-end policy count of 3,811,253. (Weather and economic factors will produce annual variations.)

**M.5** By the end of FY 2006, improve the NFIP's combined loss and expense ratio by 10 percent and maintain an equitable distribution of the cost of the risk of flooding among policyholders and between policyholders and the public.

*Performance Measure:* The program's underwriting experience and financial performance will be analyzed and projected in the aggregate and for discrete classes of business. New projections will be made based on loss and expense expectations for historical average loss year levels.

**M.6** Modernize NFIP operations to incorporate state-of-the-art business practices and technologies that ensure that operating integrity, cost efficiency, and customer-service standards are met or exceeded.

*Performance Measure:* Indicators will include the results of the NFIP portion of the Agency financial statement audit performed by an independent certified public accounting firm as well as customer satisfaction surveys.

## Preparedness Strategy

FEMA's preparedness strategy involves assisting other Federal agencies and State, Tribal, and local governments to assess and enhance their emergency management capabilities through risk identification; emergency management professional development; establishment of capability performance measurements and assessment through tests, exercises, and real world experiences; planning and public education; and partnerships with the private sector and other nations. A collaborative framework of public and private sector resources seeks to yield a general reduction in the risk of loss of life and property from hazards and support development of disaster-resistant communities and institutions. Additionally, FEMA has a comprehensive national security emergency preparedness program, which serves as a hedge against current and future uncertainties and a counter to the widening range of possible threats.

## 5-Year Preparedness Operational Objectives

**P.1** Assist States, Tribes, and communities in enhancing their emergency management capabilities.

*Performance Measure:* Capability Assessment for Readiness<sup>5</sup> (CAR) and successful achievement against annual State, Tribal, and local emergency management plans.

<sup>5</sup> Capability is measured in the following areas: law and authority; hazard identification and risk assessment; hazard management; resource management; planning; direction, control, and coordination; communications and warning; operations and procedures; logistics and facilities; training; exercises; public education and information; and finance and administration. Biennial assessments will allow States and localities to continually identify their unique, critical emergency management deficiencies, take necessary corrective action, and build stronger programs of mitigation, preparedness, response, and recovery.



**P.2** Through planning, training, and exercising, improve by 25 percent over FY 2000 baselines the Federal Government's capability to augment State and local response to disasters.

*Performance Measure:* Conduct of simulations and similar activities as indicated by formal evaluation and analyses of results, training survey results, and successful disaster-response performance by FEMA and its FRP partners.

**P.3** Reduce by 5 percent the probable rate of loss of life from fire hazards.<sup>6</sup>

*Performance Measure:* Achievement will be measured by 3-year averages to reduce the effect of spuriously high or low figures. Baseline average figure for 1994–1996 is 4,617. The 5-year goal is 4,386 measured by the 1998–2000 average.

**P.4** Expedite disaster operations with FEMA's enterprise-wide information and processing services provided through the National Emergency Management Information System (NEMIS).

*Performance Measure:* NEMIS meets operational standards for serving in support of mission-critical activities.

**P.5** Continue to ensure continuity of government and response capability required for national security emergencies.

*Performance Measure:* Customer satisfaction with execution of agreements; provision of materials and services; delivery, testing, and operation of applicable support systems; timely publication of guidance in coordination with Federal Executive Branch departments and agencies; demonstration of improved facilities and systems; acknowledgement of requests for advice or assistance within 24 hours; and identification and resolution of intra-agency national security issues.

**P.6** Continue to provide exemplary operational support and services in the areas of security and occupational safety and health for all FEMA employees, the emergency management community, and the public to ensure successful accomplishment of FEMA's hazards mission.

*Performance Measure:* Meet identified safety and security goals annually.

**P.7** Provide support and funding to the National Food and Shelter Program in support of temporary assistance to individuals in need.

*Performance Measure:* Allocation of funds to the National Board within 30 days of appropriation to support the effectiveness of activities of local boards and recipient organizations.

**MP.1** Improve State emergency management preparedness and mitigation capability, including that for the management of consequences of terrorism, and ensure that States, Commonwealths, and Territories encourage and establish an accelerated pattern of hazards risk reduction within their jurisdictions.

*Performance Measure:* Emergency Management Performance Grant agreements address and emphasize hazards risk, planning, and capability assessments, and improved State preparedness and mitigation capability.

## Authorities

The legal authorities supporting the mitigation and preparedness strategies include (1) the Earthquake Hazard Reduction Act of 1977, as amended; (2) the Fire

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<sup>6</sup> This goal and objective reflect activities being undertaken to support programs of an interagency, crosscutting nature with the Consumer Product Safety Commission.

Prevention and Control Act of 1974, as amended; (3) the National Flood Insurance Act of 1968, as amended; (4) Titles II and VI of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended; and (5) the National Security Act of 1947, as amended. These statutes provide the principal pre- and post-disaster mitigation authority for FEMA's programs, functions, and activities through authorization of technical assistance, research, disclosure of hazards to the public, and provision of grants to promote the concept of mitigation, principally in terms of minimizing average annual damages from natural disasters. For preparedness, these statutes authorize training, grants, planning, and other technical assistance to Federal, State, and local emergency planners and responders, including courses, exercises, and other types of assistance to facilitate effective and efficient response and recovery operations in advance of the emergency or disaster. Additionally, the NFIP predisaster insurance mechanism allows the purchase of flood policies that permit individuals to anticipate and budget for financial protection against flood losses.

## **Technology**

To implement the preparedness strategy, FEMA uses the following technology:

- **National Emergency Management Information System (NEMIS):** Deployed in FY 1999, NEMIS automates FEMA's disaster programs including incident activities, preliminary damage assessment, declaration processing, human services, infrastructure support, mitigation, and associated administrative and financial processing.
- **Capability Assessment for Readiness (CAR) Software:** The revised CAR Windows-based software allows users to easily input assessment data, produce a wide variety of charts and graphic displays, and get additional subject information on a wide variety of emergency management topics through a CD-ROM-based "Toolbox."
- **Emergency Management Exercise Reporting System (EMERS):** This software, used by States to capture lessons learned and actions resulting from exercises, is being updated and improved to better allow States to record necessary data and draw conclusions.
- **Emergency Information Infrastructure Partnership (EIIP):** This organization, partially funded by FEMA, consists of more than 100 formal partners from government, academia, industry, and volunteer organizations. The EIIP coordinates interactive exchange of information among emergency management and allied professionals using the Internet and World Wide Web. The Partnership promotes knowledge, networking, and development of technical skills among emergency management practitioners.
- **Geographic Information System (GIS):** This technology is fully employed as a tool to support decision-making in all aspects of emergency management.
- **Hazards United States (HAZUS):** This hazards modeling tool is based on an integrated GIS concept. FEMA has provided the earthquake model of this tool and the GIS technology on which it is based to all State emergency management organizations. Wind and water models are in process.
- **National Fire Incident Reporting System (NFIRS) 5.0:** This is an annual national collection of fire incident information. Data collection and analysis are accomplished by means of voluntary local, State, and Federal partnership.

FEMA is also using the latest advances in remote-sensing technologies to support its national floodplain-mapping program and to assist in hazard and risk assessments.

### **Program Evaluation**

FEMA evaluates the efficiency and effectiveness of its mitigation programs in both pre- and post-disaster environments through regular contacts with State partners and other mitigation program end users.

FEMA also periodically asks outside experts to review its programs. *The Impact of Natural Disasters* was a report generated by the National Research Council in 1999.

Preparedness performance evaluation is based on three systems that demonstrate State and local capabilities. The first is Capability Assessment for Readiness (CAR), a self-assessment for States based on 13 functional areas of emergency management. FEMA has also developed a local CAR template, distributed to local jurisdictions through the National Emergency Management Association. CAR data is collected biennially. The second system is the Emergency Management Exercise Reporting System, which collects data on State and local exercises and actual disaster occurrences. It identifies strengths and weaknesses of jurisdictions and lessons learned from these exercises. Furthermore, Emergency Management Preparedness Grant agreements address and emphasize all hazards risk, planning, and capability assessments; improved State preparedness and mitigation capability is based on standard criteria to be developed by FEMA.

Additionally, FEMA's national security, emergency-preparedness programs will be evaluated through a national assessment of continuity of operations and continuity of government tests.

### **Strategic Goal 2: Reduce human suffering and enhance the recovery of communities after disaster strikes.**

FEMA and its emergency management partners develop and maintain an integrated operational capability to respond to and recover from the devastation of disasters. When disaster strikes, this partnership works to provide the essential goods and services needed immediately by disaster victims and to ensure that communities are able to begin the process of rebuilding and returning to normal as soon as possible. All of these efforts are coordinated by FEMA's Regional and Headquarters staff and managed by a presidentially appointed Federal Coordinating Officer.

FEMA has revised the 1997 strategic objectives associated with Goal 2 to better direct measures to areas that FEMA can influence. While the 1997 measures of reduction of suffering can be assumed by the provision of disaster assistance, the degree to which individual personal suffering can be reduced or measured is not within FEMA's capability to control. The complexity of community recovery, especially those communities involved with multiyear infrastructure projects, also

does not lend itself to simple measurement. FEMA, nonetheless, continues to seek ways to simplify public assistance and to bring to closure outstanding projects.

### **Strategic Objective 2.1.**

By FY 2006 and in consonance with its Core Values, FEMA will continue to increase the effectiveness of response and recovery systems. FEMA has a record of evaluation of and innovation in its Human Services and Public Assistance Programs and information technology services that have resulted in reengineered processes providing both internal and external customers better ways to achieve their objectives. FEMA will continue to use technology to leverage its resources in support of its mission.

This objective is successful when the combined response efforts ensure the provision of safe water, food, and shelter to disaster victims and assist in the restoration of basic community services from sewage treatment to accessible roads. Successful recovery efforts result in the long-range restoration of facilities eligible for assistance—including public roads, bridges, and hospitals—and the restoration of economic and community stability.

*Performance Measures.* Because this objective references many programs and activities, it will be determined successful with increasing customer satisfaction as measured through FEMA customer service surveys and reports, including Federal Coordinating Officers' After-Action Reports (lessons learned) used in post-event evaluations.

### **Response and Recovery Strategy**

FEMA signifies its commitment to support its customers to the fullest possible extent by providing assistance such as standby resources, community outreach programs, applicant registration by telephone (teleregistration), information centers, and town meetings. Specific response and recovery actions include efforts to:

- collect and provide information to the President regarding the need for a disaster declaration;
- conduct emergency operations to save lives and property by timely positioning of appropriate emergency equipment, supplies, and personnel;
- provide accurate, timely public information;
- gather, analyze, and use pertinent data in determining applicant eligibility;
- provide for the immediate essential needs and basic long-term recovery of individuals and public institutions in collaboration with FEMA partners;
- manage loan and grant applications, approvals, and disbursements;
- assist in the restoration of communities so that individuals, businesses, and governments can function on their own;
- provide efficient and effective service;
- manage response and recovery operations to ensure compliance with laws and regulations; and
- provide technical assistance to States.

## Candidate 5-Year Response and Recovery Operational Objective<sup>7</sup>

**RR.1** To ensure enhanced delivery of Response and Recovery assistance services, achieve 100 percent of Annual Performance Goals.

*Performance Measure:* Successful accomplishment of annual performance goals associated with the achievement of Goal 2 and its strategy.

### Authorities

The legal authority supporting the response and recovery strategy includes these principal statutes: (1) the National Security Act of 1947, as amended; (2) The National Flood Insurance Act of 1968, as amended; and (3) the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended. These statutes, in combination with others that provide for technical assistance by other departments and agencies, authorize Federal assistance to State and local governments to ensure continuity of government and the availability of financial and technical assistance, insurance, and other assistance such as mass care, shelter, medical care, and food. Allocation of Federal resources is led by FEMA in coordination with other Federal departments and agencies. The authorizing statutes, together with executive orders that delegate presidential authority and provide operational guidance, implement Article I, §8 of the U.S. Constitution, which enables the Federal Government to provide for the common defense and promote the general welfare.

### Technology

To increase efficiency and effectiveness in response and recovery strategies, FEMA continues to integrate high-performance technology into its data collection and program management activities. Resources in use or in development include:

- GIS: sophisticated mapping technology that enables high-quality imaging of areas affected by disasters.
- Geographic Processing System: makes it possible to pinpoint the location of damage sites and floodplains;
- Integrated Financial Management System: supports tracking of budget accounts;
- Applicant Assistance Centers: centralize and consolidate disaster applicant information, enabling more efficient responses to applicant inquiries.
- Computer networks: connect headquarters, regional offices, and Disaster Field Offices (DFOs) to facilitate information sharing.
- National Emergency Management Information System: deployed in FY 1999, NEMIS automates FEMA's disaster programs including incident activities, preliminary damage assessment, declaration processing, human services, infrastructure support, mitigation, and associated administrative and financial processing.
- Logistics Information Management System: provides for agency management of personal property, disaster materiel, and logistics information.
- Disaster Financial Status Report System: supports tracking of disaster costs.

<sup>7</sup> Five-year operational objectives connect the strategic plan to the annual performance plans (APP) where they appear, followed by related annual performance goals and measures. Goal 2 comprises response and recovery (RR). APP goals are identified by RR to associate them with Goal 2.

## **Information Security Approach**

The FEMA information security approach focuses on protecting major applications systems that are, by definition, high risk because of the magnitude of harm that may result from the loss, misuse, or unauthorized access to or modification of information in the systems. FEMA requires that appropriate security controls be in place throughout the agency to protect the confidentiality, integrity, and availability of information used in support of FEMA's mission.

## **Program Evaluation**

Response and recovery performance is evaluated in a number of ways. At the Disaster Field Office, the Federal Coordinating Officer (FCO), supported by Emergency Support Function (ESF) #5—Information and Planning, leads daily planning sessions with FEMA, State, and other Federal agency staff and external partners. These meetings ensure that critical issues are identified, discussed, and quickly resolved.

Following the closure of the Disaster Field Office, the Federal Coordinating Officer is required by FEMA Instruction 8610.2 to report the details of major national issues affecting response and recovery performance. The report is used as background for improving performance in future disasters. (Other partner agencies have similar internal reporting requirements.) The FCO's information is distilled into additional reports to FEMA senior staff, program officers, and, where relevant, to other Federal agency contacts. At the request of senior staff, group reviews of disaster responses are conducted in collaboration with other Federal agencies. To improve collaboration among all Federal partners, FEMA also provides a forum for additional exchange of response information among FRP partners.

Since 1994, FEMA has surveyed disaster relief applicants to determine their overall satisfaction with FEMA services and their satisfaction specifically with human services programs. Additional survey questions and instruments will be developed as needed within the framework of the agency's Strategic Plan to further assess satisfaction, including that of FEMA's State partners. Survey methodologies include the use of focus groups and the development and use of interview protocols and survey instruments. During FY 2000 FEMA will conduct an assessment of its customer service survey methodology to ensure that the information produced is the best available for management decisions regarding our customers' needs and expectations.

Capability Assessment for Readiness (CAR) and the Emergency Management Exercise Reporting System (EMERS) are processes by which State and local governments assess progress in upgrading emergency management capabilities. These and other evaluation techniques give FEMA and its partners information on which senior managers can base informed policy and guidance decisions to further improve the quality of assistance. CAR was administered in FY 2000 and will be administered biennially thereafter.

### **Strategic Goal 3: Ensure that the public is served in a timely and efficient manner.**

FEMA seeks to make customer needs and fiscal responsibility the bases for agency long-term planning and day-to-day management and decision-making. This philosophy applies to organizations within the agency as they serve each other as well as to services extended by the agency to external customers. These ends can be achieved only through a process of continuous improvement and involve seeking customer feedback, benchmarking, establishing service standards, reengineering, training in customer service, empowering employees to deliver quality service, and removing managerial and workplace impediments and managing with fiscal responsibility.

A Financial Management Status Report and Five-Year Plan, dated September 2000, support FEMA's Strategic Plan. That publication outlines the agency's plans to improve financial management systems, obtain unqualified opinions on financial statements and issue accounting standards, implement the Government Performance and Results Act, ensure management accountability and control, modernize payments and business methods, develop human resources, and improve administration of Federal assistance and acquisition programs.<sup>8</sup>

#### **Strategic Objective 3.1.**

Improve the efficiency with which FEMA delivers its services. This objective is part of the consideration of all of FEMA's programs and support operations to improve efficiency through the development and meeting of standards while maintaining high customer ratings and by reengineering processes. Annually certain organizations are highlighted in the annual performance plan for their contribution to this ongoing effort.

In general the greatest efficiencies result from reengineered major programs. Other organizations, however, contribute to efficiency in smaller, though important, ways. This objective will be considered successful through the annual achievement of performance goals.

#### **Efficiency Strategy**

To routinely evaluate improvements in services will require that FEMA develop mechanisms to capture accurately the costs of doing business. Currently, several organizations have used business process reengineering to accomplish this in specific program areas.

Information technology strategies include creating a standardized IT infrastructure able to leverage capital investments, enable a more robust exchange of information within FEMA and with its customers, and supply a blueprint for specific technolo-

<sup>8</sup> Strategic Goal 3 will be accomplished in compliance with laws and regulations that apply to agencies in conducting their affairs, including those promoting workplace health and safety, nondiscrimination and equal rights, fair competition in procurement, environmental protection, and freedom of information.

gy solutions. An integrated agency-wide approach to IT enterprise architecture has the potential for sharing resources, eliminating redundant capabilities, realizing significant cost savings, and expanding the range of services and operations it can offer.

The FEMA efficiency strategy does not include reducing benefits to the American public to save money. It refers only to reviewing the costs to the Federal taxpayer of delivering the benefit or service set by law. Much attention has been focused on identifying ways in which to reduce the long-term costs of disasters to the nation. Those costs can only be reduced by investing more effort and resources in building disaster-resistant communities and institutions. Reducing costs to the Federal taxpayer by reducing program eligibility and, therefore, shifting the cost to State and local taxpayers or private entities is a decision that only the Congress can make. FEMA's role is to ensure that benefits or services mandated by Congress are delivered to the satisfaction of the public at the least possible cost.

### **Candidate 5-Year Operational Efficiency Objective<sup>9</sup>**

**E.1** Continuously improve the efficiency with which FEMA delivers services.

*Performance Measure:* Organizational targets will be reported in FEMA's Annual Performance Plans.

### **Authorities**

The legal authorities supporting the efficiency strategy include the Government Performance and Results Act of 1993; the Chief Financial Officer Act of 1990; the Electronic Freedom of Information Act; the Information Technology Management Reform Act of 1996; the Inspector General Act of 1978; and the Paperwork Reduction Act of 1995. Recent Congressional and Executive Branch efforts have added emphasis to ensure that all Federal departments and agencies, when managing their personnel and financial resources, improve the efficiency and effectiveness of their programs, functions, and activities, and make their operations more responsive to the people of the United States.

### **Technology**

FEMA develops and applies an agency-wide information technology to facilitate and improve business processes in line with the provisions of the Clinger-Cohen Act and Office of Management and Budget guidance.

- **Integrated Financial Management System:** supports tracking of budget accounts.
- **National Emergency Management Information System:** deployed in FY 1999, NEMIS automates FEMA's disaster programs including incident activities, preliminary damage assessment, declaration processing, human services, infrastructure support, mitigation, and associated administrative and financial processing.

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<sup>9</sup> Five-year operational objectives connect the strategic plan to the annual performance plans (APP) where they appear, followed by related annual performance goals and measures. Goal 3 comprises Efficiency (E) and Customer Service (CS). APP goals are identified by either E or CS to associate them with Goal 3.



- Logistics Information Management System: provides for agency management of personal property, disaster materiel, and logistics information.
- Disaster Financial Status Report System: supports tracking disaster costs.

## Program Evaluation

Program evaluation for this strategy would involve implementing the principles of activity-based cost management. This means being able to chart business processes accurately, establish baselines of costs of current processes, streamline procedures, monitor life-cycle costs, and manage to contain costs. Cost management principles will be applied in all FEMA organizations over the life of this Strategic Plan. The evaluation procedures, however, are not currently in place within the agency. As the Government Management Reform Act and the Chief Financial Officers Act are being implemented, mechanisms are anticipated to evaluate this efficiency objective.

### Strategic Objective 3.2.

It is FEMA's objective to achieve and maintain 90 percent, overall customer satisfaction with selected FEMA services. Success of this objective requires FEMA to realistically convey to internal and external customers FEMA's ability to meet their eligible needs, to broadly sample these customers to ascertain their satisfaction, and to improve communication and processes to achieve the goal.

This objective will be measured through annual customer surveys of program and overall satisfaction and be considered successful upon achievement of the stated measurement.

## Customer Service Strategy

The customer service strategy seeks to

- 1 Create a highly productive, customer-driven workforce that provides services that meet customer expectations.
- 2 Institutionalize better and more effective service-delivery systems.
- 3 Refine data collection, databases, and performance measures for the agency's strategic plan.

### Candidate 5-Year Operational Customer Service Objective

**CS.1** Institutionalize and manage an agency-wide customer service program that produces a better and more responsive service delivery system and achieves at least 90 percent overall customer satisfaction.

*Performance Measure:* Ninety percent overall customer satisfaction.

## Authorities

The legal authority supporting the customer service strategy is the Executive Order, Setting Customer Service Standards, dated September 11, 1993. This Executive Order is aimed at improving satisfaction among customers and the public with the activities of the Federal Government. A presidential memorandum, Improving

Customer Service, for heads of Executive departments and agencies, dated March 22, 1995, required training, changes in processes and procedures, and, in some cases, redesign of program delivery procedures to improve customer satisfaction.

## **Technology**

- Applicant Assistance Centers: centralize and consolidate disaster applicant information, enabling more efficient responses to applicant inquiries.
- Helpline: centralizes and consolidates disaster applicant information to enable more efficient response to applicant inquiries.
- National Processing Centers: centralize processing of applicant claims.
- Computer networks: connect headquarters, regional offices, and DFOs to facilitate information sharing.
- National Emergency Management Information System: deployed in FY 1999, NEMIS automates FEMA's disaster programs including incident activities, preliminary damage assessment, declaration processing, human services, infrastructure support, mitigation, and associated administrative and financial processing.
- Logistics Information Management System: provides for agency management of personal property, disaster materiel, and logistics information.

## **APPENDIX A: ABOUT THE FEDERAL EMERGENCY MANAGEMENT AGENCY**

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The Federal Emergency Management Agency, FEMA, is an independent agency of the Federal Government, reporting to the President. Since its founding in 1979, FEMA's mission has been to reduce loss of life and property and protect our Nation's critical infrastructure from all types of hazards through a comprehensive, risk-based emergency management program of mitigation, preparedness, response, and recovery.

### **The People of FEMA**

There are more than 2,200 full-time employees working at FEMA headquarters in Washington, DC, at regional and area offices across the country, at the Mount Weather Emergency Assistance Center in Virginia, and at the National Emergency Training Center in Maryland. In a major disaster, as many as 4,000 temporary and reserve employees and volunteers may join the response and recovery team.

### **Mitigation**

Perhaps the most important element of emergency management mitigation is the day-in, day-out effort to reduce the long-term risk of disasters to people and property. FEMA's mitigation team works with government and professional groups and the public to reduce the effects of floods, earthquakes, hurricanes, and other hazards. FEMA helps by:

- Promoting sound building design and construction practices.
- Providing grants for activities that reduce the impact of natural disasters.
- Educating the public on what to do through training programs, publications, and seminars.
- Helping local communities—adopt floodplain ordinances; relocate homes and businesses away from high-risk areas.
- Encouraging property owners to elevate buildings above flood level and consider flood insurance.
- Creating risk assessment maps to assist local planners with effective community planning.

### **Preparedness, Training, and Exercises**

Survival and quick recovery from disaster depend on pre-planning. FEMA helps the nation prepare for disaster by:

- Funding emergency planning in all 50 States and the U.S. territories.
- Helping States to design and equip emergency operations centers.
- Training emergency professionals and State and local officials at FEMA's Emergency Management Institute.
- Developing courses for State and local delivery.
- Offering training by satellite through the Emergency Education Network (EENET).

- Sponsoring exercises that let people work together under conditions similar to a real disaster.
- Coordinating emergency plans and exercises for nuclear power plants through the Radiological Emergency Preparedness Program.
- Helping to minimize the risks posed by chemical stockpile emergencies, hazardous materials transport, and storage.

## **Response and Recovery**

Whenever a disaster strikes with such force that local and State resources are overwhelmed, a State may ask the President for Federal assistance. This help is available from a special fund set up by Congress under the Robert T. Stafford Act. When the President declares a disaster, FEMA helps by:

- Assessing the damage.
- Making disaster aid available.
- Managing the process of loan and grant applications, approvals, and disbursements.
- Staffing Federal and State disaster field offices.
- Coordinating other Federal agencies' involvement under the Federal Response Plan.
- Keeping the public informed through a FEMA-published newspaper, *The Recovery Times*, through Internet postings, and through broadcasts on The Recovery Channel and the FEMA Radio Network.

## **FEMA Disaster Aid**

FEMA administers two types of disaster aid:

- Governmental assistance: To state or local governments and certain private nonprofit organizations (for repair of infrastructure and public facilities and for debris removal).
- Individual assistance: To citizens (for damage to residences and businesses or personal property losses).

Federal program assistance includes:

- Housing assistance (in the form of rental assistance).
- Transient accommodations or funding for limited emergency repairs.
- Low-interest disaster loans from the Small Business Administration or Farm Service Agency (to cover uninsured property losses).
- Individual and family grants (for serious disaster-related needs, available to those who are unable to repay a loan).
- Disaster-related unemployment assistance and legal aid.

For more information:

FEMA Office of Public Affairs

Tel: (202) 646-4600

Fax: (202) 646-4086

FEMA fax-on-demand: (202) 646-FEMA (24 hours)

Internet: [www.fema.gov](http://www.fema.gov)

## APPENDIX B: FEMA REGIONAL OFFICES

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### REGION I

Federal Emergency Management  
Agency  
442 J.W. McCormack POCH  
Boston, Massachusetts 02109-4595

### REGION II

Federal Emergency Management  
Agency  
26 Federal Plaza, Room 1337  
New York, New York 10278-0002

### REGION III

Federal Emergency Management  
Agency  
One Independence Mall, 6th Floor  
615 Chestnut Street  
Philadelphia, Pennsylvania 10106-4404

### REGION IV

Federal Emergency Management  
Agency  
3003 Chamblee-Tucker Road  
Atlanta, Georgia 30341

### REGION V

Federal Emergency Management  
Agency  
536 S. Clark Street  
Chicago, Illinois 60605

### REGION VI

Federal Emergency Management  
Agency  
Federal Regional Center  
800 N. Loop 288  
Denton, Texas 76201-3698

### REGION VII

Federal Emergency Management  
Agency  
2323 Grand Boulevard, Suite 900  
Kansas City, Missouri 64108-2670

### REGION VIII

Federal Emergency Management  
Agency  
Denver Federal Center  
Building 710, Box 25267  
Denver, Colorado 80225-0267

### REGION IX

Federal Emergency Management  
Agency  
Building 105  
Presidio of San Francisco  
San Francisco, California 94129-1250

### REGION X

Federal Emergency Management  
Agency  
Federal Regional Center  
130 228th Street, S.W.  
Bothell, Washington 98021-9796

## APPENDIX C: CORE VALUES

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FEMA has eight core value statements that its employees strive to exemplify:

*Quality Work* We are dedicated to doing the best job possible.

*Customer Service* We value our internal and external customers and strive to meet their needs.

*Creativity and Innovation* New ideas and creativity are fundamental to continued growth, continuous improvement, and problem solving.

*Teamwork* Using the abilities and skills of our employees effectively and working cooperatively together, we better achieve the agency's mission and goals.

*Continuous Improvement* Development of personal and professional skills and innovation in program delivery are keys to better serving our customers.

*Public Stewardship* We commit to prudent management of the taxpayers' money and dedication in providing the public with the highest quality service.

*Diversity* FEMA's employees are its most valuable resource. The diversity of their backgrounds, experiences, and skills enrich FEMA and its value to its customers.

*Partnership* Reaching out to and engaging FEMA's partners collaboratively is essential to the agency's achieving its public-service goals.

## APPENDIX D: INDEX OF AGENCIES AND CROSSCUTTING PROGRAMS

### Mitigation and Preparedness

Goal Reference	Partner Agencies	Crosscutting Activities
M.2.1, M.2.3	DOE, DOC, EPA, HUD, NASA, DOI	<b>Project Impact (PI).</b> Formal agreements, i.e., Memoranda of Understanding (MOUs), with other Federal departments and agencies willing and capable of supporting Project Impact and other hazard mitigation activities and objectives.
M.2.2	USDA, DOC, DOD, DOEd, DOE, HHS, HUD, DOI, DOL, DOT, EPA, FERC, IRS, OMB, SBA	<b>President's Long-Term Recovery Task Force.</b> Upon Presidential activation of this Task Force following a major, complex disaster, FEMA acts as chair and helps State and local governments (S/L) to identify their needs related to the long-term impact of the disaster. FEMA then coordinates the delivery of Federal assistance during the recovery process.
M.2.2	DOE, HUD, EPA	<b>Sustainable Redevelopment.</b> FEMA seeks to incorporate the principles and practices of sustainable development into S/L major-disaster reconstruction plans. Post-disaster, FEMA can assist recovering S/L in accessing DOE, HUD, and EPA programs that provide technical, and sometimes financial, sustainable development assistance.
M.2.4	DOC	<b>Economic Impact Training.</b> The Economic Development Administration (EDA) of the DOC funds FEMA via an interagency agreement to develop and deliver training for FEMA, EDA, and local development district staffs. Training is designed to reduce the impact of disasters on the economies of local communities.
P.1.1	USDA, DOC, DOE, HHS, DOI, DOS, TREAS, EPA	<b>National Defense Stockpile.</b> FEMA is a member of the legislatively mandated interagency committees that set and review National Defense Stockpile policies.

## Mitigation and Preparedness

Goal Reference	Partner Agencies	Crosscutting Activities
P.1.1	USDA, DOE, DOD, DOI, DOJ, DOS, TREAS, EPA, FBI, NCS, WH	<b>Energy Disruption Committee (EDC).</b> FEMA is a member of EDC, which evaluates and reviews petroleum, natural gas, electricity and other energy disruption scenarios (including manmade disruptions). DOE chairs EDC.
P.1.1	DOD, NASA	<b>Emergency Technology Transfer.</b> MOU to facilitate emergency technology transfer, i.e., dialogue and investigative activities, to find and transfer technologies developed at the SPAWAR Systems Center and Goddard Space Flight Center to emergency uses and to get new technology applications to the emergency management community.
P.1.1	27 Signatories	<b>Regional Technology Transfer.</b> FEMA develops and manages a systematic method for assessing the needs of the emergency management community and transferring to that community new technologies that reduce the impact of disasters.
P.1.1	HHS, USDA, EPA, NRC	<b>Conference of Radiation Control Program Directors (CRCPD).</b> FEMA supports the CRCPD on Radiological Emergency Preparedness (REP) by reviewing REP guidance, policy, and other documents, and by providing the technical link to the 50 State Radiological Health Directors.
P.1.1	NRC	<b>Radiological Emergency Response MOU.</b> Establishes a framework of cooperation between FEMA and NRC in radiological emergency response planning.
P.1.1	DOD, DOE, HHS, DOL, DOT, EPA, GSA	<b>National Advisory Committee on Acute Exposure Guidelines Levels (NAC/AEGL) for Chemical Substances.</b> FEMA serves on the NAC/AEGL established by EPA to develop chemical exposure guidelines for the general public, including sensitive subpopulations. FEMA serves as a primary point to represent State needs and issues and to ensure that chemical exposure guidelines are acceptable and usable by various State agencies engaged in risk assessments for chemical facilities and transportation.



## Mitigation and Preparedness

Goal Reference	Partner Agencies	Crosscutting Activities
P.1.1	DOJ	<b>Interagency Agreement/Partnership.</b> With the National Institute of Justice to build a compendium of model programs (entitled “Partnerships in Preparedness: A Compendium of Exemplary Practices in Emergency Management”) that local and regional law enforcement agencies, firefighters, and first responders in emergency services can share.
P.1.1	DOD	<b>Chemical Stockpile Emergency Preparedness Program (CSEPP).</b> Established under an MOU between the Department of the Army and FEMA. FEMA is responsible for managing and directing the off-post emergency preparedness aspects of the CSEPP while the Army retains responsibility for on-post activities.
P.1.1	USDA, DOD, DOE, HHS, DOS, DOT, AID	<b>U.S.-EMERCOM MOU.</b> FEMA and the Ministry of the Russian Federation for Civil Defense co-chair Emergencies and Disaster Response, a joint committee in the field of natural and manmade prevention and response.
P.1.1	USDA, DOC, DOD, DOE, HHS, DOS, DOT, NCS	<b>NATO Civil Emergency Planning (CEP).</b> FEMA shares NATO CEP responsibilities with the Federal departments and agencies.
P.1.1	USDA, DOS, DOT, HHS, NCS	<b>Cooperative Activities with Canada.</b> FEMA and Canada share cooperative activities with the Federal departments and agencies.
P.1.1	DOI, DOD, DOE, DOT, GSA, NCS, OPM, HSS	<b>Interagency National Executive Reserve Committee (INER).</b> FEMA chairs the INER Committee with representatives from the Federal departments and agencies.
P.1.1	DOT	<b>Hazardous Materials Emergency Preparedness Curriculum Guidelines.</b> DOT provides funding via an interagency agreement with FEMA to develop guidelines for public-sector hazardous materials training, which helps States to self-assess their curricula, and provides technical assistance to ensure that public-sector employees can safely and efficiently respond to hazardous materials emergencies.

## Mitigation and Preparedness

Goal Reference	Partner Agencies	Crosscutting Activities
P.1.1	DOJ	<b>First Responder Training for Terrorism Consequence Management.</b> DOJ will provide funding via an interagency agreement to FEMA for planning and delivering the Integrated Emergency Management Course on Consequences of Terrorism.
P.1.1	DOC, NOAA, NWS	<b>Preparedness Training.</b> Via an interagency agreement FEMA jointly develops and conducts hurricane and other hazardous weather and flooding training for emergency managers.
P.1.1	EPA	<b>Hazardous Materials Training.</b> FEMA develops, revises, and maintains hazardous materials training courses for emergency managers in support of the National Response Team Training Committee and interagency training requirements under the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), as amended. EPA provides CERCLA funding to FEMA via an interagency agreement.
P.1.1	EPA, NRC, DOE, USDA, DOD, NASA, DOT, HHS, GSA	<b>Federal Radiological Preparedness Coordinating Committee (FRPCC).</b> FEMA chairs the FRPCC Training Subcommittee, which coordinates radiological training programs for peacetime radiological accidents/incidents. The training programs are for Federal, State, local, and private-sector employees.
P.1.1	EPA, NRC, DOE, USDA	<b>Radiological Emergency Preparedness (REP).</b> FEMA develops and conducts emergency management training for the REP program using materials/instructors from other departments and agencies.
P.1.1	DOT, HHS	<b>Emergency Education NETwork (EENET) Partnership.</b> FEMA has an interagency agreement with DOT to provide EENET services and training products for joint activities. FEMA has included Food and Drug Administration (FDA) program announcements and promotions in EENET mailings.
P.1.1	DOI	<b>Video Production.</b> An interagency agreement was established with FEMA to provide to USGS a low-cost video production alternative.

## Mitigation and Preparedness

Goal Reference	Partner Agencies	Crosscutting Activities
P.1.1	27 Signatories	<b>Emergency Management Exercises.</b> FEMA provides leadership and guidance to all Federal departments and agencies for the design, conduct, and evaluation of emergency management exercises to improve preparedness. These exercises are frequently multi-jurisdictional (i.e., multiple States and with Canada), and can include Federal, regional, State, and local governments.
P.1.1, P.9.1	DOJ, EPA, DOE, DOD, HHS	<b>Counter-Terrorism Exercises.</b> FEMA is the lead agency for consequence management of terrorism, while the FBI is the lead agency for crisis management. FEMA shares the lead for the planning, conduct, and evaluation of exercises designed to improve terrorism readiness. FEMA is a member of the Interagency Working Group on Counter-Terrorism, Exercises Subgroup, which approves and schedules major interagency terrorism exercises, and the Multi-Agency Task Force on Nunn-Lugar-Domenici Exercises, which develops policy for domestic preparedness exercises.
P.1.1	DOS	<b>NATO Civil Emergency Exercises.</b> FEMA provides the leadership for planning, conducting, and evaluating exercises for U.S. civil agencies in developing inputs to the NATO Crisis Management Exercises. The NATO-sponsored exercises have both civil and military components.
P.1.1	27 Signatories	<b>FEMA National Exercise Schedule.</b> FEMA coordinates inputs from other Federal departments and agencies, compiles the National Exercise Schedule, and sends it to all Federal departments and agencies having emergency management responsibilities.
P.3.1, P.3.4	TREAS	<b>Arson Program MOU.</b> This broad-based MOU between USFA and the Bureau of Alcohol, Tobacco, and Firearms provides coordination across appropriate programmatic efforts.
P.3.1	CPSC	<b>Product-Related Fire Problems.</b> USFA assists the Consumer Product Safety Commission (CPSC) in the identification of product-related fire problems through use of NFIRS fire incident data.

## Mitigation and Preparedness

Goal Reference	Partner Agencies	Crosscutting Activities
P.3.2	DOT, USDA, GSA, and DOC	<b>Federal Interagency Committee on Emergency Medical Services.</b> This is a committee of agencies having responsibilities for and interests in emergency medical services.
P.3.2	HHS	<b>Native American Fire Safety.</b> This is a project to improve fire safety for Native Americans. The project seeks to develop local community groups to improve fire safety within the community.
P.3.2	HHS	<b>Unintentional Injuries.</b> This is a partnership with CDC to develop a program to address injuries from fire.
P.3.2	DOI	<b>National Wildland Coordinating Group.</b> The National Wildland Coordination Group develops policies regarding wildland issues including wildfires. USFA is an associate member.
P.3.2	DOJ/TREAS	<b>National Arson Prevention Initiative.</b> USFA works with the FBI and ATF as a member of the National Church Arson Task Force, which reports annually in the fall to the Office of the President.
P.3.3	DOC	<b>Fire Safety Technology MOU.</b> USFA and the National Institute of Standards and Technology (NIST) have entered into an MOU establishing a framework for improved and enhanced cooperation in fire research addressing the Nation's need to prevent and control fires.
P.3.3	DOC, HUD	<b>Manufactured Housing.</b> This is a partnership to explore possible improvements in fire safety for manufactured housing.
P.3.3	HHS	<b>Firefighter Fatality.</b> FEMA provides technical expertise in assistance to the National Institute of Occupational Health in carrying out its legislatively mandated requirement to investigate all firefighter line-of-duty deaths.
P.3.3	GSA	<b>Hotel/Motel Fire Safety.</b> PL. 101-391 requires Federal employees on official travel to stay at fire-safe accommodations. USFA is responsible for maintaining a list of compliant hotels and motels and promoting its use.

## Mitigation and Preparedness

Goal Reference	Partner Agencies	Crosscutting Activities
P.3.3	TVA	<b>Arson Intervention and Mitigation Strategy 2000.</b> This strategy is designed to promote the collection and sharing of improved on-site arson investigation-related information and case management activity information using military technology transfer methods modified to support arson investigators, unit managers, and prosecutors.
P.3.4	NIST, CPSC, VA, HHS, DOD, USDA, DOJ, EPA, NSC	<p><b>The National Fire Academy</b> interacts routinely with agencies in regard to curriculum development and delivery activities, and has interagency agreements with the following organizations:</p> <ul style="list-style-type: none"> <li>■ U.S. Forest Service—to develop a program of instruction in tactical decision-making using the national simulation and training network.</li> <li>■ National Technical Information Service—for the sale and distribution of its hand-off training packages.</li> <li>■ U.S. Army Reserve—to print the Academy’s incident command CD-ROM training package.</li> <li>■ Bureau of Land Management—to develop a wild-land training course.</li> <li>■ Justice Programs—to provide training materials to enhance the capabilities of first responders to manage the consequences of terrorist acts.</li> <li>■ EPA—in accordance with CERCLA and Superfund legislation for the purpose of developing and maintaining its hazardous materials curriculum.</li> </ul>
P.4.1	SBA	<b>National Emergency Management Information System (NEMIS).</b> NEMIS automates the processing and eligibility determinations for SBA loans to disaster victims.

## Mitigation and Preparedness

Goal Reference	Partner Agencies	Crosscutting Activities
P.5.1	USDA, HUD, VA, SBA, Freddie Mac, Fannie Mae, FDIC, OTS, OCC, NCUA, FCA, FRS	<b>National Flood Insurance Program (NFIP).</b> The purpose of the National Flood Insurance Reform Act of 1994 (NFIRA) is to improve the financial condition of the NFIP and reduce Federal expenditures for disaster assistance to flood-damaged properties. The Act affects every part of the NFIP, insurance, mapping, and floodplain management. NFIRA also gives lenders tools with which to enforce requirements for flood insurance coverage mandated under the Flood Disaster Protection Act of 1973. FEMA coordinates compliance with mandatory purchase requirements among Federal Government entities.
P.9.1	White House, FCC	<b>Emergency Alert System (EAS).</b> The system of broadcast and cable networks and program suppliers—AM, FM, and TV broadcast stations; cable systems; low power TV stations; and other entities and industries that have agreed to operate within an organized framework during emergencies.
P.9.1	USDA, DOC, DOD, DOEd, HHS, DOI, DOJ, DOL, DOS, DOT, TREAS, VA, EPA, FCC, GSA, NASA, NCS, NRC, OPM, SBA, TVA, WH	<b>Continuity of Government (COG).</b> FEMA serves as the Executive Agent for COG. FEMA also chairs and participates in interagency planning and coordination groups for the continuity of government. Other responsibilities include rostering of emergency management teams and coordination and liaison for various training and exercising programs.
P.9.1	USDA, DOC, DOD, DOEd, DOE, HHS, HUD, DOI, DOJ, DOL, DOS, DOT, TREAS, VA, EPA, FCC, GSA, NASA, NCS, NRC, OPM, SBA, TVA, WH	<b>Continuity of Operations (COOP).</b> FEMA serves as the Executive Agent for COOP and develops internal plans to ensure that critical and essential agency functions continue uninterrupted in the event of an emergency. FEMA supports other Federal departments and agencies in the development and execution of continuity of operations plans.

## Mitigation and Preparedness

Goal Reference	Partner Agencies	Crosscutting Activities
P.9.1	USDA, DOC, DOD, DOEd, DOE, HHS, HUD, DOI, DOJ, DOL, DOS, DOT, TREAS, VA, EPA, FCC, GSA, NASA, NCS, NRC, OPM, SBA, TVA, WH	<b>Terrorism.</b> FEMA is the lead agency for consequence management preparedness and response to terrorist incidents involving weapons of mass destruction (WMD). At the Federal level, preparedness activities include Federal planning, training, and exercises in coordination with other departments and agencies, using the structures of Federal Response Plan (FRP). At the State level, preparedness activities include the provision of grants to the States and eligible local jurisdictions and the delivery of first responder and emergency management training programs to support their terrorism-related planning, training, and exercise requirements. In support of this effort, FEMA participates in various interagency working groups and structures. Key organizations include the Weapons of Mass Destruction Preparedness (WMDP) Group and associated subgroups sponsored by the National Security Council; the National Domestic Preparedness Office (NDPO); and various groups under the auspices of the FBI.
P.9.1	USDA, DOC, DOD, DOEd, DOE, HHS, HUD, DOI, DOJ, DOL, DOS, DOT, TREAS, VA, EPA, FCC, GSA, NASA, NCS, NRC, OPM, SBA, TVA, WH	<b>Critical Infrastructure Protection (CIP).</b> FEMA shares information, integrates policy, and develops and coordinates detailed plans to protect FEMA's and the Nation's critical infrastructure. FEMA is the lead agency and liaison for the Emergency Fire Service and COG sectors. FEMA participates in deliberations, planning, and activities of the Critical Infrastructure Coordination Group (CICG), the National Infrastructure Protection Center, the Information Sharing and Analysis Center, the Critical Infrastructure Assurance Office, and other appropriate CICG subgroups.
P.9.1	USDA, DOC, DOD, DOEd, DOE, HHS, HUD, DOI, DOJ, DOL, DOS, DOT, TREAS, VA, EPA, GSA, NASA, NCS, NRC, SBA, TVA, WH	<b>Presidential Emergency Action Documents.</b> These are pre-coordinated legal documents designed to implement presidential decisions during a national emergency.

## Mitigation and Preparedness

Goal Reference	Partner Agencies	Crosscutting Activities
P.10.1	OPM, DOJ	<b>Suitability and Security Investigations.</b> OPM conducts investigations of FEMA employees. FEMA uses the results of the investigations as the basis for making suitability and security determinations. FBI conducts criminal record investigations of FEMA employees (local hires), the results of which support FEMA's suitability determinations.
P.10.1	GSA	<b>Physical Security.</b> The Federal Protective Service and U.S. Marshal Service assist FEMA in providing security required during disaster operations.
P.10.1	All Federal departments and agencies	<b>Federal Safety Directors' Roundtable.</b> FEMA participates in interagency safety projects, evaluates and comments on impending rulemaking and Federal safety issues.



## Response and Recovery

Goal Reference	Partner Agencies	Crosscutting Activities
RR.1.3	USDA, DOC, DOD, DOEd, DOE, HHS, HUD, DOI, DOJ, DOL, DOS, DOT, TREAS, VA, AID, EPA, FCC, GSA, NASA, NCS, NRC, OPM, SBA, TVA, US Postal, ARC, OSTP	<b>Federal Response Plan (FRP).</b> Under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (Stafford Act), FEMA coordinates the activities and resources of the Federal agencies to deliver assistance effectively to individuals and communities after disasters that exceed the capability of S/L to manage. The FRP encompasses the system for cooperation among 28 government organizations in response and recovery phases of disasters and references functions and programs under Individual and Public Assistance Programs and in response operations. Standing groups that coordinate aspects of Federal disaster response include (1) Catastrophic Disaster Response Group—28 signatories to the FRP; (2) ESF Leaders Group: FEMA and the other ESF primary agencies (USDA, DOT, NCS, DOD, HHS, EPA, DOE, ARC, and GSA) and SBA; (3) Regional Interagency Steering Committee (RISC)—ESF primary agencies and appropriate others; (4) Concept Plan (CONPLAN) Working Group—operations planning for Federal terrorism response—including FEMA, FBI, DOJ, EPA, HHS, and DOE.
RR2.1	GSA, DOD	<b>Freight/Passenger Transportation Support.</b> The GSA Transportation Management Division provides freight/passenger transportation support services to the FEMA Agency Logistics Center. The DOD Military Management Command grants FEMA Agency Logistics Centers access to freight/passenger transportation resource database.
	DOD, DOE, NRC	<b>National Instrumentation Center (NIC) Project.</b> “Disposal” of low- and high-level radioactive sources that were formerly used to support the Radiological Defense (RADEF) Program. FEMA has a contract in place with the U.S. Army to “dispose” of low-level sources and transfer ownership of the high-level sources to a private company in California and the U.S. Army.

## Response and Recovery

Goal Reference	Partner Agencies	Crosscutting Activities
RR2.1	DOD, NASA, GSA	<b>Storage Space Services.</b> Through an interagency agreement, U.S. Army Corps of Engineers assists in providing storage space for Disaster Response Support Facilities, located at each MERS site. Remote Storage Sites associated with the Pacific Area Office (Honolulu, Hawaii) and the Caribbean Area Office (Manatubo, Puerto Rico) are leased through GSA.
RR.3.1	DOD	<b>Warning Mission.</b> Program in coordination with appropriate elements of DOD to provide warning in times of national emergency.
RR.3.1	DOC, DOD	<b>National Warning System (NAWAS).</b> This system distributes emergency alerts regarding possible downed aircraft, forest fires, and other civil disruptions detected by radar or satellite overflights. NAWAS has an agreement with National Oceanic and Atmospheric Administration (NOAA) to broadcast weather warnings from NOAA as well as to have NAWAS drops in National Weather Service (NWS) locations for dissemination and response to NAWAS alerts and messages.

## Efficiency

Goal Reference	Partner Agencies	Crosscutting Activities
E.2.1	HHS, GSA, DOJ, DOEd	<b>Health Clinic Services.</b> FEMA provides health and wellness services to its employees via an interagency agreement with HHS.
E.2.1	GSA	<b>Personal Property Inventory and Disposal of Excess Furniture and Personal Property.</b> FEMA coordinates the disposition, delivery, and pickup of property in compliance with the Code of Federal Regulations, Federal Property Management Regulations.
E.2.1	GSA	<b>Rent Accounts.</b> FEMA coordinates space requirements, rental accounts, and building services in accordance with the Code of Federal Regulations, Federal Property Management Regulations.
E.2.1	GSA	<b>Motorpool.</b> FEMA maintains a fleet of GSA motor vehicles to provide day-to-day transportation to assist employees in carrying out their mission-essential duties.
E.2.1	GSA	<b>Construction and Facility Management Services.</b> FEMA follows guidelines set by the Code of Federal Regulations, Federal Property Management Regulations.
E.2.1	DOD-COE	<b>UST/AST Program.</b> Through an interagency agreement with the U.S. Army Corps of Engineers and FEMA, the COE provides technical assistance and services in connection with FEMA's Underground Storage Tank (UST) and Above Ground Storage Tank (AST) projects to remove, replace, maintain, and/or modify contents. The services performed include investigations, design, project management, engineering, construction, maintenance, environmental restoration, and compliance and waste management.
E.2.1	DOC, DOD	<b>FEMA National Radio System (FNARS).</b> FEMA receives and coordinates the allocation of spectrum frequency for FNARS via the interagency committees and operations overseen by the National Telecommunications and Information Administration. FEMA contracts for spare parts and antenna maintenance for FNARS through various units of the U.S. Army.

## Efficiency

Goal Reference	Partner Agencies	Crosscutting Activities
E.2.1	DOD	Communications Security (COMSEC). COMSEC encryption devices and authorizations are allocated and distributed by the National Security Agency.
E.2.1	NCS	FEMA Switch Network (FSN). Requests and authorization for expedited circuits to respond to emergencies are processed via the Telecommunications Service Priority Program managed by the National Communications System (NCS).

## APPENDIX E: REPRESENTATIVE EVALUATIONS

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Deloitte & Touche LLP audited the consolidated balance sheet of **The Federal Emergency Management Agency (FEMA)**, the combined balance sheet of its **Directorates and Administrations**, and the balance sheet of the **Disaster Relief Fund**. This is an annual requirement.

OMB's Office of Information Policy and Technology reviews **FEMA's capital planning and investment control**. OMB includes capital planning and IT expenditures as part of budget reviews. All investments must support FEMA's mission and have measurable results as defined by GPRA strategic and annual goals.

OMB, The President's Council on Y2K Conversion, and Congressional oversight committees (including the House Subcommittee on Government Management, Information and Technology; the Senate Special Committee on the Year 2000 Technology Problem; and the Senate Committee on Commerce, Science and Transportation) evaluated **FEMA's Y2K system capability**.

FEMA's Information Resource Board evaluated major **Information Technology Services Directorate** projects.

Reports issued by outside organizations include *The Impacts of Natural Disasters: A Framework for Loss Estimation* (National Research Council, National Academy Press) and *Disaster Relief Fund: FEMA's Estimates of Funding Requirements Can be Improved* (General Accounting Office).

**The Office of Inspector General (IG)** reviewed certain aspects of FEMA's response to Hurricane Georges in Puerto Rico, including controls over mission assignments, accountable property, and procurement, as well as administrative activities at the Disaster Field Office and some activities in the public assistance program.

Other mission-specific programs evaluated by IG included:

- The substantial damage rule as a mitigation tool.
- The processes used by the Territorial Closeout Teams to close older disasters and the role the teams had in making decisions regarding closures.
- New cost estimating procedures for small project public assistance grants, to determine whether the new procedures ensure accurate cost estimates and whether recipients were receiving excess funds as a result of inflated estimates.
- The comprehensive cooperative agreement process.
- ▶ Past practices in reviewing 247 governors' requests for Federally declared disasters, to provide a framework for evaluating FEMA's proposed disaster declaration criteria.
- Assessment of the validity of non-Federal contributions to Project Impact communities.

IG also reviewed a number of management functions at FEMA, including:

- Administration of the Federal Employees Compensation Act, to determine whether FEMA was correctly charging the appropriate funds and whether controls over the claims payment process were adequate.

- The process for evaluating Y2K readiness.
- The adequacy of the Integrated Financial Management Information System's internal controls and compliance with applicable Federal financial management systems requirements.

**The Flood Insurance Administration (FIA)** produced a report on the economic impact of subsidy elimination, a study of alternate Program financing methods, and a study of National Flood Insurance Program (NFIP) claims and underwriting. FIA, in conjunction with the Mitigation Director, will conduct an evaluation of NFIP in 2001. NFIP also receives regular audits of its data. FIA has also initiated a business process reengineering initiative. Operational reviews complement audit activities done for and by Write-Your-Own insurance companies.

Among the most important activities of **The U.S. Fire Administration (USFA)** is public education, which equips citizens with the awareness and knowledge of the fire problem and educates them on fire safety and prevention. Through the National Fire Incident Reporting System and other data sources, as well as focus groups, an evaluation was conducted with older adults to explore awareness, knowledge, and attitudes toward fire safety and prevention.

USFA also conducts a number of evaluations as part of several major programs. These include:

- The Hotel & Motel Fire Safety Project, to locate non-compliant hotels among the approved properties.
- The Smoke Detector Pilot Study, where 20 pilot sites provide data and community evaluations to USFA.
- The Effectiveness of Public Education Methodologies for Children project, to identify methods that are most effective in reaching children with a fire safety message, which in turn will impact the future direction of USFA's public education campaigns for children.

An independent, third-party evaluation of USFA-Indian Health Services joint activities is currently under way. It will identify the program's effectiveness, fiscal controls, and success in lowering child fire injury rates among the population involved.

Students in the USFA training programs participate in several evaluations:

- All students are asked to evaluate the effectiveness of course delivery (materials, instructor performance, and classroom environment).
- Residential training program students (and their supervisors) are polled six months after they have completed the program regarding the impact of training on job performance.
- The Superintendent holds lunches and visits classes to meet students in six-day and/or ten-day residential classes to gain feedback on course delivery, program support needs, future fire service training needs, and customer satisfaction.
- Society of Fire Protection Engineer Workshops solicit input from participants that will be used to design in-depth courses on the technical details of performance-based design.



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